



BEST FIELDS, BEST FOOD.

**Gruppo BF:
Piano Industriale 2023-2027 at a glance**

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Il Gruppo BF ha la missione di porsi come **integratore di sistema nei settori strategici in ambito agroindustriale**, come polo di eccellenza capace di **formare il capitale umano** per le sfide del futuro abbinato alla **promozione di un modello di filiera di qualità, scalabile e tracciabile, replicabile** a livello globale per lo sviluppo dell'**agricoltura sostenibile ad alto contenuto innovativo**



Leader in Italia in ambito agroindustriale...



c. 30%

Quota di mercato sulle sementi strategiche (frumento duro + tenero)¹



c. 8.000 ha

Superficie Agricola Utilizzata (SAU) (copertura >30% della SAU in Italia)²



> 200.000

Aziende agricole assistite³ per il collocamento delle produzioni agricole nazionali **Piattaforma #1**

... con un interessante profilo finanziario



€1,1mld

Valore della Produzione 2022A



€57mln

EBITDA⁴ 2022A



€45mln

Capex 2022A

Fonte: elaborazione management

Note: (1) c. 15-20% sull'orzo, 5-10% su riso e mais, 20-25% sulla soia; (2) Copertura >30% della SAU in Italia include il contributo della rete di CAI; (3) Aziende Agricole italiane, di cui c. 120k soci e clienti di CAI, supportati da quasi 350 sedi e agenzie territoriali e c. 800 collaboratori (tra dipendenti e agenti), con c. 180 centri di stoccaggio; (4) L'EBITDA è stato calcolato come espresso a pagina 8 al netto inoltre degli oneri riferiti all'operazione di conferimento in CAI del ramo operativo del Consorzio Agrario del Nord Est



Agro-Industriale

- Sviluppo **as-a-service** del business agricolo
- **Sviluppo della leadership fondiaria** nel food e non food
- **Espansione del Brand Le Stagioni d'Italia e PL** con partner strategici
- **Creazione del Polo Agri Food** e sinergie con il Gruppo
- **Efficientamento dei costi** e focus sugli enabler chiave



Polo sementiero

- Spinta all'**innovazione** e posizionamento strategico su **genetica propria / in licenza esclusiva**
- Sviluppo di un'offerta globale **food e non-food** anche con **partner strategici**
- Rafforzamento gestione **rete vendite**
- Miglioramento della **produttività e nuovi investimenti**
- Ottimizzazione della **cash conversion**



CAI

- Modello di **servizio al cliente a 360°**
- Sviluppo di **poli di eccellenza**
- Completamento del **portafoglio di offerta**
- **Miglioramento della produttività, efficientamento dei costi** e digitalizzazione
- Ottimizzazione della **cash conversion**



BF International

- Sviluppo **rete estera**
- Replica del modello **BF in nuove geografie**
- Esportazione delle **competenze agritech**
- **Sviluppo del business non-Food** con la JV Agri-Energy
- Spinta all'**innovazione agronomica in ambito non-Food**



Avvio BU nel H2 2023



NEW

BF University

- **Formazione** con focus su agritech
- **Accreditamento al MIUR** per la costituzione di una **Università privata**
- Sviluppo della **ricerca applicata** in ambito agritech
- **Creazione di un campus** innovativo e attrattivo



Avvio BU nel H2 2023

BF International

BF International nasce allo scopo di esportare il modello di filiera e le conoscenze sviluppate nel tempo dal Gruppo BF, oltre a presidiare tutte le fasi produttive e commerciali

La BU copre due segmenti:

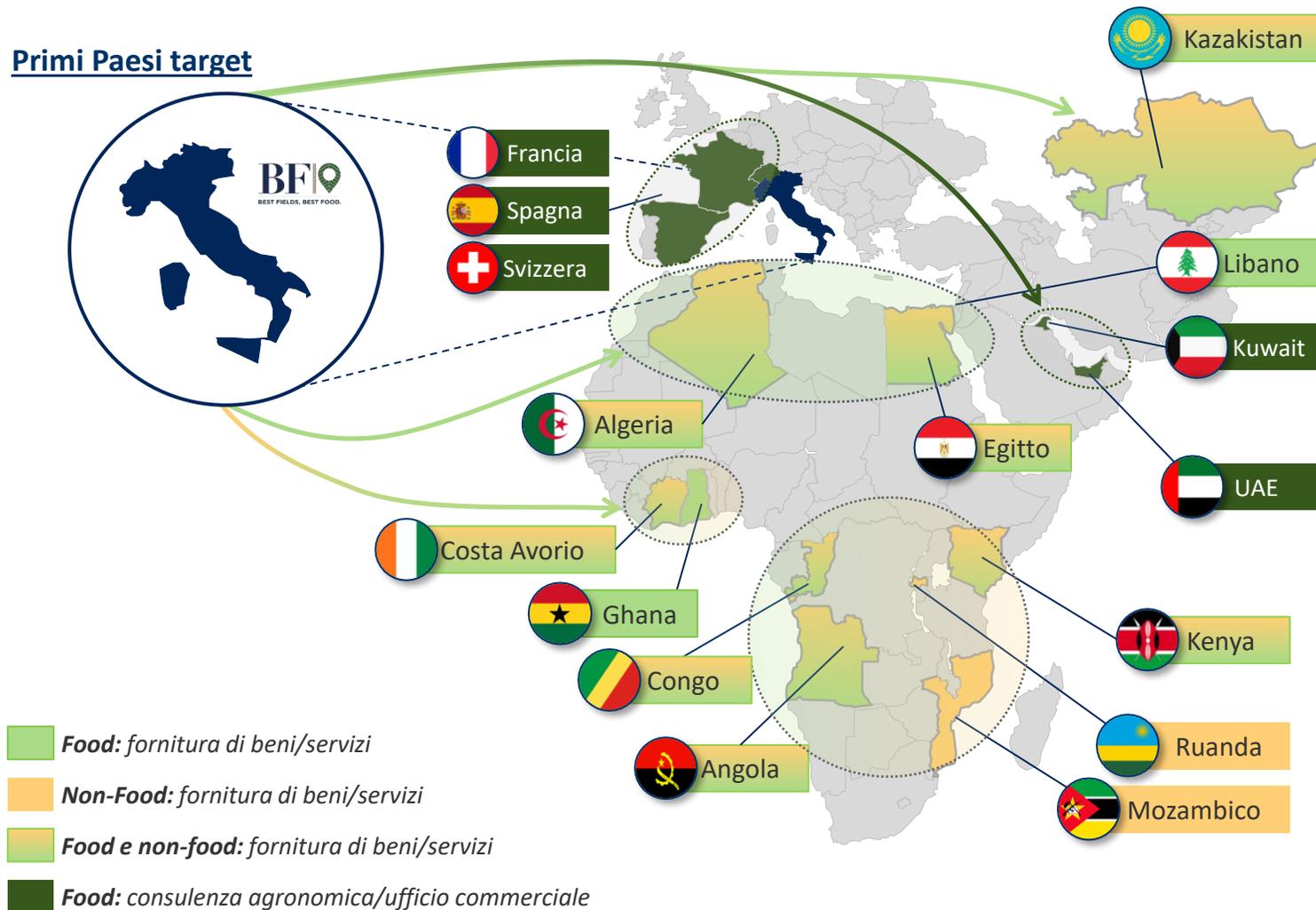
> Food

Gestione di terreni, consulenza agronomica, attività commerciale per lo sviluppo di filiere strategiche per il consumo locale con focus principale su Africa, Medio Oriente ed Eurasia

> Non-Food

Attività per lo sviluppo e la produzione di colture oleaginose da utilizzare per la produzione di bio-carburanti con focus in area Eurasia e Africa in collaborazione con partner industriale

Primi Paesi target



BF University

BF University nasce come istituto privato con business school, con un'ampia offerta di percorsi formativi (i.e., master di I e II livello, summer/winter /spring school, pacchetti formativi aziendali custom, convegnistica specializzata, eventi scientifici, etc.)

Obiettivi:

- Sviluppare un'**ampia offerta di formazione** Master e custom **per aziende**
- Ottenere l'**accreditamento come Università privata** per sviluppare percorsi formativi universitari (triennali, magistrali) focalizzati su temi di agritech
- **Sviluppare la ricerca applicata** dedicata ai temi dell'agritech
- **Formare risorse umane** da inserire nel Gruppo BF e presso le aziende partner



Jolanda di Savoia
(Ferrara)



>150 studenti all'anno in
residenzialità entro il
2027



c. 10.000mq campus, con
l'offerta di fino a 180
posti letto

Università partner



	2023	2027
Valore della Produzione	> €1,4mld	> €2,0mld
EBITDA ¹	c. €70mln	> €150mln
Dividendi	Dividendi crescenti con l'obiettivo di raggiungere una remunerazione complessiva per gli azionisti superiore a €70mln nell'arco di Piano ²	

Note: (1) L'EBITDA è calcolato come la somma algebrica del Risultato Ante Imposte al lordo di Oneri e Proventi Finanziari, Ammortamenti, Svalutazioni e Accantonamenti per rischi e crediti; (2) Dividendi cash riferiti al periodo 2024-2027

Raccolta complessiva di risorse



Utilizzo delle risorse





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